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AUTHORITY

AGO ltr 29 Apr 1980

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DEPARTMENT OF THE ARMY  
OFFICE OF THE ADJUTANT GENERAL  
WASHINGTON, D.C. 20310

IN REPLY REFER TO

AGAM-P (M) (16 Apr 68)

FOR OT RD 681167

29 April 1968

**SUBJECT:** Operational Report - Lessons Learned, Headquarters, 4th  
Transportation Command, Period Ending 31 January 1968 (U)  
STATEMENT #2 UNCLASSIFIED

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WASHINGTON, D.C. 20310

1. Subject report is forwarded for review and evaluation in accordance with paragraph 5b, AR 525-15. Evaluations and corrective actions should be reported to ACSFOR OT RD, Operational Reports Branch, within 90 days of receipt of covering letter.
2. Information contained in this report is provided to insure appropriate benefits in the future from lessons learned during current operations and may be adapted for use in developing training material.

BY ORDER OF THE SECRETARY OF THE ARMY:

*Kenneth G. Wickham*

KENNETH G. WICKHAM  
Major General, USA  
The Adjutant General

D D C

REF ID: A621170  
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DEPARTMENT OF THE ARMY  
HEADQUARTERS, 4TH TRANSPORTATION COMMAND  
APO 96307

AVCA SGN TG GCPY

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968  
(RCS CSFOR-65) (W-CJ1-TO)

TO: Commanding General  
USASUPCOM, Saigon  
ATTN: AVCA SGN-GO  
APO 96491

1. Section One - Significant Organizational Activities

This reporting period, from 1 November 1967 through 31 January 1968, was one of minor organizational changes within the command.

During November and December, major subordinate units and US Army Terminals received separate letters of instruction. Letters of instruction were issued as follows:

- a. US Army Transportation Battalion, Vung Tau/Delta (Provisional), 18 November 1967 (Incl 1).
- b. US Army Terminal Vung Tau/Delta, 18 November 1967 (Incl 2).
- c. 71st Transportation Battalion (Terminal), 1 December 1967 (Incl 3).
- d. US Army Terminal Newport, 1 December 1967 (Incl 4).
- e. 11th Transportation Battalion (Terminal), 3 December 1967 (Incl 5).
- f. US Army Terminal Cat Lai, 4 December 1967 (Incl 6).
- g. 125th Transportation Command (Terminal A), 30 December 1967 (Incl 7).
- h. US Army Terminal Saigon, 30 December 1967 (Incl 8).

The 355th Transportation Detachment (Liquid Barge Crew) was reassigned to US Army Support Command, Cam Ranh Bay, by Headquarters, 1st Logistical Command General Order 1140, dated 24 November 1967 (Incl 9).

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CANCELLED 28 February 1971.

ROT RD  
1167

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SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968  
(RCS CSFOR-65) (W-CJ1-T0)

During the period 3-31 December 1967, the 101st Airborne Division, Operation Eagle Thrust, was discharged at Saigon and Newport Army Terminals. The operation totaled 11 ships which consisted of 9,903 S/T of cargo. The unit equipment was discharged and transported to the unit.

The US Army Mortuary, Vietnam, located at Tan Son Nhut Air Base was attached to this headquarters for administrative and logistical support by General Order #415, Headquarters, US Army Support Command, Saigon, dated 8 December 1967 (Incl 10). Operational control of the unit was retained by Saigon Support Command.

Headquarters, US Army Support Command, Saigon General Order #446, dated 16 December 1967 relieved the 4th Transportation Command from administrative support of the Movement Control Center (Provisional) (Incl 11). This headquarters will continue to provide logistical support.

Key Commanders and Staff Officers at the end of the reporting period were:

Commanding Officer: Colonel DeWitt C. Howell, TC

Deputy Commanding Officer: Colonel Arthur W. Delaney, TC

Chief of Staff: Lieutenant Colonel Robert J. Hessler, TC

ACoFS, G-1: Lieutenant Colonel William F. Ruby, AGC

ACoFS, G-2: Lieutenant Colonel Richard F. Judge, MI

ACoFS, G-3: Lieutenant Colonel John P. Santry, TC

ACoFS, G-4: Lieutenant Colonel Richard H. Devereaux, ORD

ACoFS, Comptroller: Major Reinhard M. Lotz, TC

Inspector General: Lieutenant Colonel Ward Garee, Jr, IG

Staff Judge Advocate: Major Howard M. Hougen, JAGC

Provost Marshal: Lieutenant Colonel Jacob Brown, MPC

Adjutant General: Major Donald B. Dixon, AGC

Operations Branch: Lieutenant Colonel Jerome C. Duffy, TC

Cargo Accounting Branch: Lieutenant Colonel Albert A. Helker, TC

Transportation Branch: Lieutenant Colonel Frank M. Cameron, TC

Plans and Training Branch: Major Robert E. Moss, TC

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Maintenance Branch: Captain Grant O. Nelson, TC

Engineer Branch: Major William R. Licht, CE

Purchasing and Contracting Branch: Captain Thomas J. LaFond, TC

Supply Branch: Major Paul G. Hassel, QM

Signal Branch: Major Ernest E. Willis, SIG

Review and Analysis: 2d Lieutenant Stephen L. Belgum, AGC

Management Services Branch: Captain Charles F. Holland, TC

Fiscal Branch: 2d Lieutenant Philip J. Ringo, AGC

Chaplain: Lieutenant Colonel James H. Woods, CH

Information Branch: Captain James H. Clingham, INF

Headquarters Commandant: Major Basil N. Morris, INF

Civilian Labor Officer: Captain Kenneth E. Houston, AGC

Headquarters and Headquarters Company, 4th Transportation Command  
(Terminal C): Major Basil N. Morris, INF

125th Transportation Command (Terminal A) (US Army Terminal,  
Saigon): Colonel Lloyd A. Osborne, TC

11th Transportation Battalion (Terminal) (US Army Terminal,  
Cat Lai): Lieutenant Colonel Edgar V. Friend Jr, TC

US Army Terminal, Newport: Colonel Clarence E. McCandless, TC

71st Transportation Battalion (Terminal): Lieutenant Colonel  
Fredrick H. Hagreen III, TC

US Army Transportation Battalion Vung Tau/Delta (Provisional)  
(US Army Terminal Vung Tau/Delta): Lieutenant Colonel Edward  
W. Pence, TC

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(RCS CSFOR-65) (W-CJ1-T0)

During the reporting period the following number of vessels arrived for discharge at the four terminals of the 4th Transportation Command (Terminal C):

	<u>NOVEMBER</u>	<u>DECEMBER</u>	<u>JANUARY</u>	<u>TOTAL</u>
U.S. Army Terminal, Saigon	19	23	24	66
U.S. Army Terminal, Newport	34	27	25	86
U.S. Army Terminal, Cat Lai	9	13	12	34
U.S. Army Terminal, Vung Tau/Delta	<u>29</u>	<u>24</u>	<u>18</u>	<u>71</u>
<b>TOTAL</b>	<b>91</b>	<b>87</b>	<b>79</b>	<b>257</b>

During the reporting period, the following statistics are the primary indicators of the command's effectiveness.

	U.S. Army Terminal Saigon	U.S. Army Terminal Newport	U.S. Army Terminal Cat Lai	U.S. Army Terminal Vung Tau/Delta	TOTAL
<b>MONTH OF NOVEMBER</b>					
S/T DISCHARGED	121,394	81,479	45,886	21,596	270,355
S/T BACKLOADED	<u>8,201</u>	<u>14,054</u>	<u>88</u>	<u>3,295</u>	<u>25,638</u>
S/T TOTAL	129,595	95,533	45,974	24,891	295,993
<b>MONTH OF DECEMBER</b>					
S/T DISCHARGED	82,317	55,933	35,525	26,227	200,002
S/T BACKLOADED	<u>12,457</u>	<u>23,286</u>	<u>2,240</u>	<u>5,571</u>	<u>43,554</u>
S/T TOTAL	*94,774	*79,219	37,765	31,798	243,556
<b>MONTH OF JANUARY</b>					
S/T DISCHARGED	106,062	49,439	44,523	22,535	222,559
S/T BACKLOADED	<u>21,988</u>	<u>22,238</u>	<u>534</u>	<u>4,731</u>	<u>49,491</u>
S/T TOTAL	128,050	71,677	45,057	27,266	272,050
<b>TOTAL</b>	<b>352,419</b>	<b>246,429</b>	<b>128,796</b>	<b>83,955</b>	<b>811,599</b>

\*Note - Shortage of cargo available for discharge in December caused empty berths.

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Starting in the latter half of December a noted increase of retrograde cargo was backloaded by this command. This retrograde cargo consisted of both repairables being returned for rebuild and depot excesses. Deep Draft Berth #2 at Newport and berth K-12 at Saigon were utilized primarily for retrograde cargo.

Container activity increased in the 4th Transportation Command during this reporting period when Sealand vessels began arriving at the Newport Army Terminal. Due to the draft limitations of the Saigon River and vessel length restrictions at Newport, the containers are brought from the states in Class C4 vessels and transferred to Class C2 vessels at Cam Ranh Bay for onward delivery to Newport. The Class C4 vessels carry over 400 vans. The Class C2 vessels are capable of carrying 226 containers. The vessels are discharged and backloaded in less than 24 hours. However, the efficiency of the fast turnaround is partially negated by the requirement to keep a berth open (and not working) while awaiting arrival of the Sealand vessel.

The organization structure of the command is attached as Inclosure 12.

## II. Section Two, Part I - Observations (Lessons Learned)

a. Personnel: None

b. Operations:

(1) Item: Repair cost for Commercial Barges

(a) Discussion: The contracts for the leasing of commercial barges do not fix responsibility for repairs. Experience has shown that the Government ultimately is burdened with the complete rehabilitation of contract barges at the end of the contract period. The contractor thus realizes a substantial profit while incurring a minimal risk since he receives the barges at the termination of the contract in the same condition as they were at the commencement of the contract.

(b) Observation: Future contracts should reflect in the liability clause, a realization that the barges will incur fair wear and tear damage. This fair wear and tear should be expressed in a percentage of total repair cost.

(2) Item: Manifest page numbers annotated on prestow plans.

(a) Discussion: In order to properly load vessels and maintain cargo fluidity in the terminal, retrograde cargo must be called forward in the desired sequence for loading. Specific cargo is identified to the shippers for call forward by Transportation Movement Release number (TMR) on the Transportation Control and Movement Document (TCMD), Cargo

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call forward can be facilitated by insertion of the manifest page numbers in the various hatch compartments of the cargo prestow plans. The manifest page number can then be easily cross-referenced with the TIR number by the loading terminal to call forward cargo specifically desired by the terminal.

(b) Observation: Cargo prestow plans are now annotated with manifest page number in the pertinent hatch compartments. Cargo for specific hatches can be moved, readily identified and called forward as desired by the loading terminal.

## (3) Item: Steel Planking Working Area

(a) Discussion: The Army Air Cargo, a receiving activity located at Tan Son Nhut Air Force Base, has been operating in a confined area adjacent to the 8th Aerial Port. This area is partially covered (overhead) and the base consists of pierced steel planking, placed over the natural soil.

(b) Observation: Forklifts can not operate on pierced steel planking after rain showers as mud causes the surface to become extremely slippery and the pierced steel planking bends and curls after heavy loads traverse a commonly used route. The pierced steel planking will be replaced with an asphalt surface.

## (4) Item: Through-put Operation

(a) Discussion: The vessel "SS Steel Admiral", discharged at Newport Army Terminal on 25 December 1967, was used as a test vessel for a "Through-put" operation by the Newport Army Terminal. The purpose of the test was to determine the feasibility of by-passing the depot and distributing import cargo directly to user consignees.

(b) Observation: The test did not provide a workable through-put method. Required cargo disposition instructions diverting cargo from the depot to a major consignee could not be made available on a timely basis. "Marked For" activity address codes must be stenciled or labelled on the cargo so that it may be routed by port personnel to major consignees; i.e., Supply and Service Battalions GS/DS, Supply and Transportation Battalions and Maintenance Battalions of each Tactical Division, and Maintenance Battalions DS/GS of General Support Groups. Examples of this type through-put now used to some degree are direct consignments from CONUS Depots to the 264th Supply and Service Battalion, the 266th Supply and Service Battalion, and the Divisions' Supply and Transportation and Maintenance Battalions to a lesser extent. A large scale through-put operation will be initiated in February 1968.

## (5) Item: Port Clearance Capability

(a) Discussion: Port clearance truck support must be constant. The various consignees receiving cargo from a port have fixed reception

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capabilities such as five trucks an hour between 0700 and 1800. Because of this limitation, a terminal might be provided more trucks than it can use efficiently. Conversely when a terminal fails to receive sufficient trucks, scarce consignee receiving capability is lost irretrievably. The resulting port congestion cannot later be cleared by the provision of an excessive number of trucks at one time. The consignees can only receive at the constant rate.

(b) Observation: A closed loop system involving a fixed number of tractor-trailer type trucks is necessary for efficient port clearance.

## (6) Item: Change in Stevedore Contract Policy.

(a) Discussion: Previous practice was to accept the contractors bids as offers or tenders of service. With eleven contractors available, a service order was issued to the contractor who was rate favorable for a vessel manifest, providing the selected contractor has a favorable performance record. Although a healthy competition was maintained, the policy of awarding exclusive contracts for each of the five terminal areas involved offered a significant reduction in contract stevedore costs. In addition, the function of determining cost favorable stevedores for each vessel has been eliminated, with a resulting reduction in personnel requirement. With the elimination of this function, the remaining functions fall within other existing elements: Ordering Officer at the major subordinate operating element, audit function to the comptroller and staff supervision to P & C office of ACofS, G-4. The determination of requirements and the establishment and maintenance of performance standards remain a function of ACofS, G-3.

(b) Observation: The policy of awarding exclusive contracts for operating areas is more efficient and economical than the use of numerous contractors on a "tender of service" basis.

## (7) Item: Staging area for station excess shipments

(a) Discussion: Warehouse 111 and K-12 berth are adjacent to the field depot served by the port of Saigon. The generation of significant quantities of station excesses, combined with an existing retrograde program for unservicables, generated problems in obtaining sufficient real estate to process, assemble and stage station excess for shipment. The use of K-12 for restricted cargo discharge allowed the terminal to provide warehouse 111 (adjacent to K-12) assembly and staging area for retrograde cargo to be shipped from K-12. The easy identification of cargo as being ready for shipment and its availability at shipside have enabled the shipments to move out of country as quickly as they are generated.

(b) Observation: In considering the advantages and disadvantages of locating a depot proximate to a port, the movement of retrograde should be considered.

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(8) Item: USAID Cargo Clearance Unit

(a) Discussion: The USAID Cargo Clearance Unit at Saigon Port has expanded to include a full time USAID representative at Newport Army Terminal.

(b) Observation: The increase of USAID liaison personnel and truck operations has resulted in a closer and more responsive working relationship between this command and USAID. Liaison is maintained with Cargo Disposition Section, thereby expediting clearance of USAID cargo. In addition, USAID contract vehicles are provided, on a limited basis, for clearance from the terminal.

(9) Item: Excess Commodities

(a) Discussion: The efforts of the military ocean terminals in Vietnam have changed from a total discharge operation to a mixed discharge and retrograde operation. The retrograde activity includes the backloading of depot stock declared excess to theater needs; however, the same commodities that are being backloaded as excess continue to be imported.

(b) Observation: Take action to stop shipping into Vietnam those supplies which presently are being declared excess and retrograded to Okinawa.

c. Training and Organization

(1) Item: Stevedore Training for Officers

(a) Discussion: Newly assigned junior officers with no previous stevedore experience are given a one week training course. This training is of vital importance to the maintenance of adequate safety procedures and the conduct of efficient stevedore operations.

(b) Observation: The 11th and 71st Transportation Battalions have initiated training courses. The training consists of lectures, a reading program and observation of professional stevedoring and cargo handling.

(2) Item: Cross Training of Personnel

(a) Discussion: In order to insure qualified personnel are available to meet mission requirements, personnel are being cross trained in more than one MOS.

(b) Observation: Emphasis is being placed on training stevedore personnel in the operation of Material Handling Equipment (MHE). This training is being integrated into regular training schedules with maximum use of on the job training. Priority for training is given to personnel with longest retention time in the command.

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d. Intelligence: None

e. Logistics:

(1) Item: Non-availability of parts for radar sets

(a) Discussion: The Radar Set AN/SPN-11 on the Landing Craft Utility is obsolescent and parts are non-available. These craft in some cases are sailing the South China Sea without radar. Due to the lack of spare parts much of the radar equipment in two heavy boat companies is out of commission.

(b) Observation: The Radar Set AN/SPN-11 should be made a limited standard item and should be replaced with a newer type unit. The new radar sets could be installed when the Landing Craft Utility goes into the shipyard for annual overhaul.

(2) Item: Obsolete engines in marine equipment

(a) Discussion: Harbor tugs, 45 ft, equipped with Buda Diesel Engines, model 6D CMR have a critically high deadline rate due to the lack of spare parts. The engine is fifteen years old and the company has been bought out; therefore, there are no spare parts being produced at this time.

(b) Observation: A contract should be executed to make spare parts for the Buda engines or authority be given to replace the engines with other engines.

f. Other

(1) Item: Violations of restricted areas

(a) Discussion: Numerous incidents have occurred where local nationals have approached within the 50 meter limit on the water side of ships or piers and at times have entered under the piers. This has occurred even after verbal warning and after warning shots have been fired. On occasion, small watercraft have been sunk as a result of violating restricted areas. Fortunately, there have been no serious injuries as a result of these shootings. It is not known if these deliberate violations are a failure to understand or hear the American version of "DUNG LAI" (STOP).

(b) Observation: Signs will be hung on the outboard side of ships that state, in Vietnamese, that there is a restricted area of 50 meters around ships and piers.

(2) Item: Fire hoses for 65ft Army Tug Boats

(a) Discussion: The  $1\frac{1}{2}$ " fire hose has proven better for fire fighting than the  $2\frac{1}{2}$ " fire hose. The  $2\frac{1}{2}$ " fire hose requires a minimum of four men to handle one hose. Basic issue item lists outline one each  $1\frac{1}{2}$ "

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50ft and two each 2 $\frac{1}{2}$ " 50ft lengths of cotton hoses as TO&E equipment aboard  
65ft Army Tug Boats.

(b) Observation: Supplementary requirement should at least  
have seven additional lengths of 1 $\frac{1}{2}$ " fire hoses as the minimum hose  
requirement for 65ft Tug boats.

Part II Recommendations: None

12 Incl

12  
Incl 1 through Incl 11  
Withdrawn, Hqs, DA

  
DEWITT C. HOWELL  
Colonel, TC  
Commanding

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AVCA SGN CO (15 Feb 63)

1st Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968  
(RCS CSFOR-65) 4th Transportation Command (W-CJ1-TO)

DA, HQ, US ARMY SUPPORT COMMAND, SAIGON, APO San Francisco 96491 1 MARCH 1968

THRU: Commanding General, 1st Logistical Command, APO 96384

Commanding General, US Army Vietnam, APO 96375

Commander-in-Chief, US Army Pacific, APO 96558

TO: Assistant Chief of Staff, Force Development, Department of the Army, Washington, D.C. 20310

1. The Operational Report - Lessons Learned for the Quarterly Period Ending 31 January 1968, of the 4th Transportation Command (W-CJ1-TO), is forwarded in accordance with the provisions of para 9, AR 1-19.

2. Reference: Section III, Part I, Para e(1): Non-availability of parts for radar sets: The SiN-11 or any other communications and electronics device of its size and cost is usually replaced, world wide, when a "new equipment" replacement is developed and procured or when the manufacturer no longer produces repair parts in sufficient quantity to sustain maintenance. No evidence exists that either prerequisite applies in the case of the SiN-11.

a. The SiN-11 is, however, an old model set that dates back at least 11 years. This makes replacement advisable.

b. To say that parts are "non-available" is not sufficient, non-availability must be clarified and reasons therefore stated. The density of such sets supported by any one depot in country would have to be considered very low. Demands are not registered in sufficient quantity to stock parts locally. This is compounded by the fact that the 4th TC had depended, until recently, on the 458th Signal Detachment for support and had no on-site PLL for any radar sets. Consequently, requisitions submitted to the 79th Maint Battalion Tech Supply had to be filled from available CONUS stock.

3. Reference: Section III, Part I, Para f(2): Fire Hoses for 65 ft Army Tug Boats: This item is not within the scope of the OFLL and should be deleted. The unit has been requested to submit an MTOE action to authorize the fire hose that is most adaptable and as an interim measure, they can requisition the fire hose under the provisions of LC Regulation 700-49.

4. Except where indicated, all lessons learned and observations are

AVC: W GO ( 15 Feb 68)

1st Ind

SUB: I: Operational Report for Quarterly Period Ending 31 January 1968  
(RCS CSFOR-65) 4th Transportation Command (W-CJ1-TO)

concurring in by this command. A copy of this endorsement has been provided to the originating headquarters.

FOR THE COMMANDER:

TEL: LB 2604



FREDERICK R. HUCK

COLONEL, GS

Chief of Staff

AVM 70-9 (15 Feb 68) 2nd Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968  
(AMC COMUS-65) (MIG: 10 JITO)

DR, Headquarters, 1st Logistical Command, MC 96384 10 MAR 1968

TO: Commanding General, United States Army Vietnam, ATTN: AVGCC-DST,  
A10 96375

1. The Operational Report - Lessons Learned submitted by Headquarters, 4th Transportation Command (MIG: CCTTC) for the quarterly period ending 31 January 1968 is forwarded.

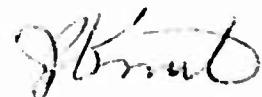
2. Pertinent comments follow:

a. Reference Section II, Part I, Paragraph b(1). The United States Army Procurement Agency, Vietnam, is currently revising the contract to reflect a liability clause.

b. Reference Section II, Part I, Paragraph b(2). Concur. Action has been taken to reduce incoming shipments. Cargo destined for Saigon port has been held in CCTTC pending identification of items to be shipped. Those items not required immediately in RVN are being diverted to Okinawa. To reduce cargo to other ports, a program of re-liftation reconciliation has been initiated with CCTTC. Cancellation of requisitions for items not required should alleviate the problem cited.

c. Reference Section II, Part I, Paragraph c(2). Concur with observation. This headquarters has requested USAF COM, by letter dated 15 January 1968, Subject: Puda Engine Parts, to replace the engine currently installed in 45-foot tugs with an engine having greater repair parts availability, or that urgent action be taken to establish a more responsive repair parts supply capability for the present Puda engine.

FOR THE COMMANDER:



JERRY R KNUTSON  
CPT, AGC  
Ass't Adjutant General

TEL: LEN 2684

Copy Furnished:  
4th Trans Comd

AVHGC-DST (Undated)

3d Ind

SUBJECT: Operational Report for Quarterly Period Ending 31 January 1968  
(RCS CSFOR-65) (W-CJ1-T0)

HEADQUARTERS, US ARMY VIETNAM, APO San Francisco 96375 13 MAR 1968

TO: Commander in Chief, United States Army, Pacific, ATTN: GPOP-DT,  
APO 96558

1. This headquarters has reviewed the Operational Report-Lessons Learned for the quarterly period ending 31 January 1968 from Headquarters, 4th Transportation Command (WCJ1AA) as indorsed.

2. Concur with report as indorsed. Report is considered adequate.

3. A copy of this indorsement will be furnished to the reporting unit through channels.

FOR THE COMMANDER:

  
CHARLES A. BYRD  
Major, AGC  
Assistant Adjutant General

Copy furnished:

HQ, 1st Log Comd  
HQ, 4th Trans Comd

11  
GPOP-DT (undtd) 4th Ind

SUBJECT: Operational Report for the Quarterly Period Ending 31 January  
1968 from HQ, 4th Trans Comd (UIC: WCJLAA) (RCS CEFOR-65)

HQ, US Army, Pacific, APO San Francisco 96558 26 MAR 1968

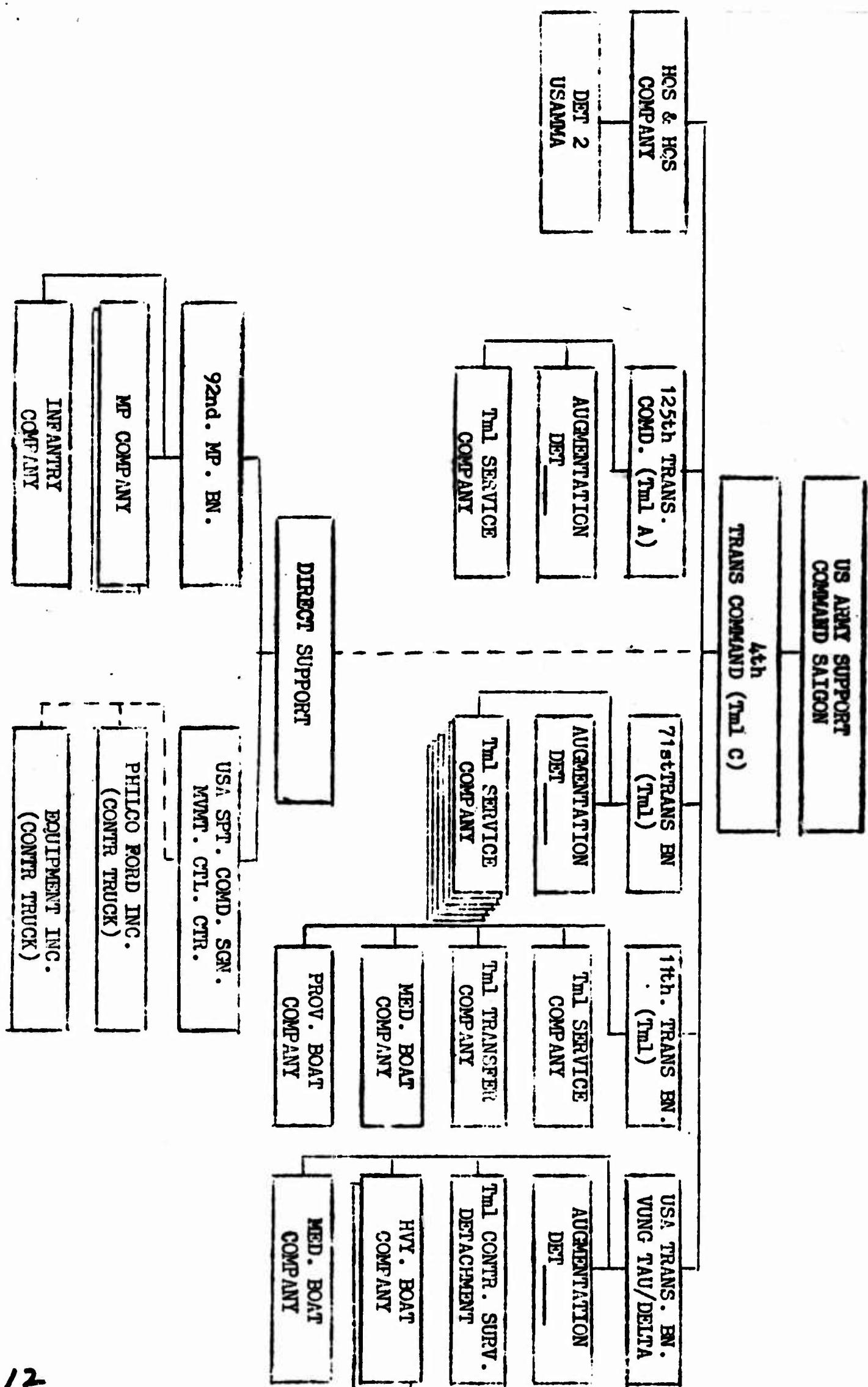
TO: Assistant Chief of Staff for Force Development, Department of the  
Army, Washington, D. C. 20310

This headquarters has evaluated subject report and forwarding indorse-  
ments and concurs in the report as indorsed.

FOR THE COMMANDER IN CHIEF:



K. F. OSBOURN  
MAJ, AGC  
Asst AG



Incl 12

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